

Department of Human Services

I. Executive Summary

Edison will permit the duties to be absorbed by other contract staff.

II. Business Justification and Assessment

The implementation of Edison will bring additional automation to the area of contracts. The department anticipates fewer Administrative Services Assistant 4 positions will be needed.

As a result, the following class will be included in the Voluntary Buyout Program:
Administrative Services Assistant 4, 345.01, Contracts

I. Executive Summary

Duties of the ASA2 and ASA3 can be absorbed by other staff.

II. Business Justification and Assessment

Because of technology, a one-to-one ratio of administrative staff to Executive administrative staff is no longer required.

As a result, the following classes will be included in the Voluntary Buyout Program:
Administrative Services Assistant 3, 345.01, Executive
Administrative Services Assistant 2, 345.01, Executive

I. Executive Summary

Duties of the Administrative Secretary can be absorbed by other staff.

II. Business Justification and Assessment

The Administrative Secretary position is a holdover position from a time when clerical work was done manually. With increased technology, this position is no longer needed to perform clerical duties. Employees can do their own word processing and spreadsheets at their computers.

As a result, the following class will be included in the Voluntary Buyout Program:
Administrative Secretary, 345.01, Fiscal

I. Executive Summary

Fiscal Services must increase the higher level accounting positions prior to implementation of Edison. This reorganization abolishes the Account Clerk class and increases the number of higher level accounting positions. A net loss of 10 positions will result from this reorganization.

II. Business Justification and Assessment

With the impending implementation of Edison, more accounting knowledge will be required to process accounting transactions. Therefore, we will need to shift our staffing more towards the higher level accounting positions. We have also been experiencing

difficulty in finding candidates for Account Clerk positions with adequate skills to perform even the lower level accounting functions. Five of our 18 Account Clerk positions are vacant and some have been vacant for several months. Therefore, we are proposing to abolish the Account Clerk classification in Fiscal Services and create 3 additional Accountant 2's and 5 additional Accounting Technician 1's.

As a result, the following classes will be included in the Voluntary Buyout Program:
Account Clerk, 345.01, Fiscal
Account Tech 1, 345.01, Fiscal

I. Executive Summary

The Human Manager 1 duties can be absorbed by other staff members within the division. The Human Resources Technician 1 duties can be absorbed by other staff members within the division.

II. Business Justification and Assessment

DHSHR Department has operated with only two HR Manager 1 positions until the past year when a third HR Manager 1 position was established to help equalize workloads and address upcoming departmental and statewide initiatives. The duties of the new position would be reabsorbed by existing supervisory/management staff. The person in the HR Tech 1 position tracks separation data, keys leave, and prepares personnel reports. We believe that other staff members within DHSHR can absorb these responsibilities.

As a result, the following classes will be included in the Voluntary Buyout Program:
Human Resources Technician 1
Human Resources Manager 1

I. Executive Summary

Duties of the Administrative Secretary can be absorbed by other Investigations clerical staff.

II. Business Justification and Assessment

These duties can be absorbed due to enhancements in the method of random moment sampling, process improvements, and technology.

As a result, the following class will be included in the Voluntary Buyout Program:
Administrative Secretary, 345.01, Investigations

I. Executive Summary

Duties can be absorbed by other Investigations staff.

II. Business Justification and Assessment

The number of positions performing investigative functions can be reduced due to process improvements made in the investigative workflow and technological advances.

As a result, the following classes will be included in the Voluntary Buyout Program:

HS Investigative Specialist Supervisor, 345.01, Investigations
HS Investigative Specialist, 345.01, Investigations
HS Special Investigator, 345.01, Investigations

I. Executive Summary

Duties can be absorbed by other Investigations staff.

II. Business Justification and Assessment

Advancement in computer tracking technology and the use of an electronic benefit card have reduced the need for a District Director.

As a result, the following class will be included in the Voluntary Buyout Program:
HS District Director of Investigations, 345.01, Investigations

I. Executive Summary

Duties can be absorbed by other Investigations staff.

II. Business Justification and Assessment

Advances in technology and clearer reporting lines have eliminated the need for this position.

As a result, the following class will be included in the Voluntary Buyout Program:
HS Program Director, 345.01, Investigations

I. Executive Summary

Edison will permit the duties to be absorbed by other procurement staff.

II. Business Justification and Assessment

The implementation of Edison will bring additional automation to the area of procurement. The department anticipates fewer Procurement Officer 2 positions will be needed.

As a result, the following class will be included in the Voluntary Buyout Program:
Procurement Officer 2, 345.01, Office Services

I. Executive Summary

Due to the waiver expiration in the Temporary Assistance to Needy Families program, the mode and manner of contracting with the Department has changed and fewer monitors are needed.

II. Business Justification and Assessment

Expiration of the Temporary Assistance to Needy Families resulted in a significant reduction in the number of contracts. This reduction results in the need for fewer monitors.

As a result, the following classes will be included in the Voluntary Buyout Program:
Program Monitor 2, 345.01, OIG Program Review
Program Monitor 1, 234.01, OIG Program Review

I. Executive Summary

The duties of the Office Automation Specialist can be absorbed by other staff within Systems.

II. Business Justification and Assessment

The implementation of a new automated help desk tool will reduce the number of positions needed to perform these duties

As a result, the following class will be included in the Voluntary Buyout Program:
Office Automation Specialist, 345.01, Systems

I. Executive Summary

The need to provide Field Operations coordination and training to child support offices has been reduced.

II. Business Justification and Assessment

The Child Support program has successfully implemented legal and policy changes in recent years. There are no further major state or federal changes on the horizon, thus there is now less need or demand from child support offices for coordinating and training activities delivered by the division's field operations unit. The ongoing responsibilities can be met with 8 field coordinator positions instead of 11 by initiating changes to scheduling and making greater use of automated training tools.

As a result, the following class will be included in the Voluntary Buyout Program:
HS Program Coordinator, 345.13, Field Operations

I. Executive Summary

The TCSES User Support section has experienced decreased demand for its services.

II. Business Justification and Assessment

The TCSES computer system is a "mature" system, more stable and experiencing less change than in the past. As a result, there is less demand from system users for technical support from Help Desk personnel. The number of positions in the section is being reduced from 20 to 16, without a significant diminution of service levels anticipated.

As a result, the following classes will be included in the Voluntary Buyout Program:
HS Program Manager, 345.13, TCSES User Support
HS Program Coordinator, 345.13, TCSES User Support
HS Program Specialist, 345.13, TCSES User Support

I. Executive Summary

The duties of the Office Supervisor can be absorbed by other staff within Child Support Fiscal.

II. Business Justification and Assessment

Because of technology advancements and pending Edison implementation, Child Support Fiscal can accomplish the workload with fewer Office Supervisors. The Administrative Secretaries can absorb the work and are the same salary grade.

As a result, the following classes will be included in the Voluntary Buyout Program:
Office Supervisor, 345.13, Child Support Fiscal
Administrative Secretary, 345.13, Central Office

I. Executive Summary

Duties of the Accounting Manager can be absorbed by other staff.

II. Business Justification and Assessment

The implementation of Edison will improve efficiency reducing the number of Accounting Managers needed in Child Support Fiscal.

As a result, the following class will be included in the Voluntary Buyout Program:
Accounting Manager, 345.13

I. Executive Summary

The duties of the Eligibility Counselor can be absorbed by other staff within Child Support Fiscal.

II. Business Justification and Assessment

The reduction reflects the streamlining of the organizational structure within Child Support Fiscal.

As a result, the following class will be included in the Voluntary Buyout Program:
Eligibility Counselor 2, 345.13, Child Support Fiscal

I. Executive Summary

There are more clerical support positions in the family assistance field offices than is necessary for the effective operations of those offices.

II. Business Justification and Assessment

The functions of clerical support in the county offices are changing and will be supported more by increasing and expanding technology of Edison VIP, etc. In addition, the Family Assistance Service Centers have seen an increasing call volume that should be relieving the counties of many calls. The programmatic push to do more telephone interviews also reduces some of the clerical duties concerning county office client traffic flow. The Data Processing Operator 2 is a hold over class and is used in the same fashion as the Secretary. By maximizing efficiency and sharing resources as needed, clerical staff can be reduced by 33 positions in 345.16.

As a result, the following classes will be included in the Voluntary Buyout Program:
Secretary, 345.16, Field Operations
Data Processing Operator 2, 345.16, Field Operations

I. Executive Summary

The child care certificate program responsibilities in the urban offices can be carried out by other staff and result in improved service to clients.

II. Business Justification and Assessment

The purpose of this reorganization is to eliminate this function as a specialized job in the urban county offices (and by termination of contracts in rural areas). The Eligibility function will be assumed by the staff ("client representatives") currently handling Families First cases.

In addition, the Child Care Certificate staff positions in the Families First policy unit will be eliminated. In keeping with the changes at the field office level where the CCC eligibility functions will be integrated into Families First functions, the related current state office child care certificate functions can be assumed by existing Families First policy staff. This reorganization will result in a net loss of 42 positions.

As a result, the following classes will be included in the Voluntary Buyout Program:
Field Supervisor 1, 345.30 Child Care, FA Urban
Eligibility Counselor 2, 345.30, Child Care, FA Urban
Eligibility Counselor 1, 345.30. FA Urban
HS Program Manager, 345.30, Child Care
HS Program Coordinator, 345.30, Child Care

I. Executive Summary

The family assistance program field management structure has more levels and personnel than is necessary for the effective administration of the programs.

II. Business Justification and Assessment

The purpose of this reorganization is to reduce the numbers of mid-management positions and streamline the reporting relationships from the assistant commissioner (AC) to the county offices. This will be accomplished by abolishing five job classes, HS District Administrator, HS District Director, HS Area Manager 1-2, HS Program Supervisor - and creating two new job classes for those managers who will be responsible for all aspects of the family assistance program in the 95 county offices. This action will result in reducing from 4 to 2 the levels of mid-management positions between the Assistant Commissioner and county offices. This reorganization will result in a net loss of 40 positions.

As a result, the following classes will be included in the Voluntary Buyout Program:
HS District Administrator, 345.01, Field Office Management-Family Assistance Program
HS District Director, 345.30, Field Office Management-Family Assistance Program
HS Area Manager 1, 345.16, Field Office Management-Family Assistance Program

HS Area Manager 2, 345.16, Field Office Management-Family Assistance Program
HS Program Supervisor, 345.30, Field Office Management-Family Assistance Program
HS Program Coordinator, 345.30, Field Office Management-Family Assistance Program

I. Executive Summary

The duties of the central office staff supporting the Service Centers can be absorbed.

II. Business Justification and Assessment

The I3 technology and the business processes of the Service Centers have matured to the level that the duties of two central office staff can be absorbed.

As a result, the following classes will be included in the Voluntary Buyout Program:
HS Program Director 1, 345.30, Service Centers, central office, executive service
Administrative Services Assistant 4, 345.30 Service Centers, central office

I. Executive Summary

In comparison to other family assistance service centers, the Memphis center has a more favorable balance of supervisors.

II. Business Justification and Assessment

The ratio of FS1s to counselors is more favorable in Memphis FASC as compared to the other FASCs statewide. Reducing the number of FS1 positions from 8 to 6 rebalances the ratio for the Memphis FASC.

As a result, the following class will be included in the Voluntary Buyout Program:
Field Supervisor 1, 345.30, Family Assistance Service Center, Memphis

I. Executive Summary

The clerical support duties in the Medicaid unit can be redistributed among existing personnel.

II. Business Justification and Assessment

The Medicaid policy unit, while the largest unit in the Family Assistance section of state office, has one administrative secretary and three secretaries. Given that much of the work in the section also has support from clerk level staff, the functions supported by one secretary can be absorbed by the administrative secretary and the secretaries remaining in the primary policy area of the unit.

As a result, the following class will be included in the Voluntary Buyout Program:
Secretary, 345.30, Medicaid Policy, State Office

I. Executive Summary

The clerical support duties in the Division of Hearings and Appeals can be redistributed among existing personnel.

II. Business Justification and Assessment

These duties of these clerical positions can be absorbed due to process improvements and technology.

As a result, the following classes will be included in the Voluntary Buyout Program:

Administrative Services Assistant 1, 345.31

Secretary, 345.31

I. Executive Summary

Case preparation responsibilities can be transferred to program personnel, offering enhanced program specialization for legal notices to clients and greater flexibility in docket capacity.

II. Business Justification and Assessment

Case Prep functions as the central point wherein appeals are prepped and scheduled for hearing. Legal assistants prepare and distribute notices of hearing to all appellants, and program coordinators serve as witnesses for Family Assistance hearings. By reducing the number of legal assistants and increasing the number of program coordinators (to be filled by eliminated appeals referee positions in Hearing Officer Unit), we will have greater capacity to increase our number of hearings. The program coordinators can prepare notices of hearings, testify, and then implement the resulting order from the hearing officers. Replacing Legal Assistants with Program Coordinators will streamline the process and improve efficiency.

As a result, the following class will be included in the Voluntary Buyout Program:

Legal Assistants, 345.31

I. Executive Summary

The work of the appeals referees can be absorbed by a fewer number of other legal staff.

II. Business Justification and Assessment

Hearing Officers officiate at all appeals hearings and draft Initial Orders. At the present time, we have two personnel classifications hearing appeals – Attorney 3s (Family Assistance appeals) and Appeals Referees (non-Family Assistance appeals). Due to their legal training, attorneys are not only more qualified to decide these administrative issues of law, but can also maintain a higher average caseload. Appeals referees are the same grade level as Program Coordinators, with the necessary training and experience, and can transfer into these new positions in the Case Prep Unit. This reorganization results in the reduction of 23 Appeals Referee and 4 Appeals Referee Supervisor positions and the addition of 5 Attorney 3 positions

As a result, the following classes will be included in the Voluntary Buyout Program:

HS Appeals Referee, 345.31

HS Appeals Referee Supervisor, 345.31

I. Executive Summary

The Intake and Conciliation Unit has mixed classes of personnel and can be streamlined into one personnel classification to expedite processing of appeals for clients.

II. Business Justification and Assessment

A reorganization is required to streamline the current business process in the Intake Unit. Managed Care positions are not qualified to make decisions regarding issues of an appeal, timeliness, and whether benefits should be continued. To streamline the process, we propose to eliminate 11 Managed Care personnel who serve as Intake Specialists and add 7 Eligibility Counselors. Eligibility Counselors will assume the additional task of entering and scanning appeals, with existing administrative support staff absorbing the clerical duties of printing, copying and filing of documents. The reorganization will result in a net reduction of 4 positions.

As a result, the following classes will be included in the Voluntary Buyout Program:

Managed Care Operator, 345.31

Managed Care Tech, 345.31

Managed Care Specialist 1, 345.31

I. Executive Summary

The work of the Program Specialist can be absorbed by other staff in Community Services.

II. Business Justification and Assessment

The implementation of Edison will bring additional automation to the area of contracts. Increased automation will allow for efficiencies reducing the required number of positions.

As a result, the following class will be included in the Voluntary Buyout Program:

HS Program Specialist, 345.49

I. Executive Summary

The Office Supervisor position is no longer necessary to supervise Secretaries in the Division of Rehabilitative Services.

II. Business Justification and Assessment

Secretaries are supervised and evaluated by the program staff whom the Secretaries support. The remaining function of an Office Supervisor to provide administrative support to Human Services Program Supervisors can be performed by an Administrative Secretary position. This reorganization will result in the reduction of 10 Office Supervisor positions and the addition of 7 Administrative Secretary positions.

As a result, the following class will be included in the Voluntary Buyout Program:

Office Supervisors, 345.70

I. Executive Summary

There are more clerical support positions in the Division of Rehabilitative Services than are necessary for the efficient and effective delivery of services.

II. Business Justification and Assessment

DRS has 103 Secretary positions supporting approximately 440 program staff statewide. In urban areas and offices where program staff is located in close proximity, the secretarial duties can be shared among a smaller group of individuals without interrupting direct services. DRS estimates that it can reduce this class by 14 positions without disrupting its critical operations.

As a result, the following class will be included in the Voluntary Buyout Program:
Secretary, 345.70

I. Executive Summary

Duties of professional staff within the Division of Rehabilitative Services can be absorbed by other staff without impacting service delivery.

II. Business Justification and Assessment

The duties of employer outreach, administration of consumer councils, state plan coordination, safety and training for rehabilitation centers, social security reimbursement, ticket to work training, and community outreach projects can be absorbed by the remaining Program Coordinator and Program Manager positions.

As a result, the following classes will be included in the Voluntary Buyout Program:
HS Program Coordinator, 345.70
HS Program Manager, 345.70



Virginia T. Lodge, Commissioner